Standing Stone State Park
Strategic Management Plan

2023 – 2033

TENNESSEE
State Parks

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Park Purpose, History and Description

Standing Stone State Park is a Tennessee State Park located in the northwestern portion of Overton County. The park consists of 855 acres, rich in unique cultural and natural resources. A 69 acre lake, Kelly Lake, centered among the acres of Standing Stone State Park, adds to the natural ecological diversity of the area. The 8,490-acre Standing Stone State Forest surrounds the park.

Standing Stone State Park was developed in the 1930s as one of a series of New Deal-era projects of the Works Project Administration and the Resettlement Administration. Significant accomplishments of these projects and park development include the construction historic structures built between 1938 and 1942 and reforestation activities beginning in 1935.

Historic structures built between 1938 and 1942 include; a three-hundred-foot rock-faced, coursed stone and concrete dam on Mill Creek; one-story buildings of hewn logs or board siding resting on stone foundations; stone guard rails along the roads; cabins; group camps; picnic shelters; an amphitheater; a recreational hall; campgrounds, a boathouse; and a pump house. In 1986, Standing Stone State Rustic Park received its designation on the National Register of Historical Places by the Tennessee Historical Commission due to the timely events and the WPA's architecture/engineering during the period of 1925 to 1949.

Reforestation activities by the New Deal-era projects took hundreds of acres of badly eroded lands and restoring the forest and controlling erosion, thus creating a highly diverse nature paradise. The geographical location of Standing Stone State Park and the government based influence of land management practices are the significant reasons for a highly diverse forest, home to many species of flora and fauna, including several rare species. An abundance of wildflowers can also be found among the various soil types and plant communities. To many people, Standing Stone State Park is known as the top spring wildflower site in the Southeastern United States.

Goals, Objectives and Action Plans

THE RESOURCES: Exemplary Natural and Cultural Stewardship

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to preserve, protect, and share Tennessee's natural and cultural resources.

Action Plan:

1) Increase interpretive and education programming that engages and supports the local school systems of Overton and Clay Counties. This would also include programs in the local community that would provide outreach to the public such as the Overton County EMS Fireworks Show.
2) Engage local and city leaders at least twice each year. This could include programs for the county commission, Rotary club, Chamber of Commerce Etc.
3) Engage volunteer efforts. This could include but not limited to the Standing Stone State Park Friends Group, volunteer days, scout groups to include Eagle scout projects, local businesses.

Objective - *Better resource management practices*: Identify, manage, and restore unique natural and cultural resources for generations to come.

Action Plan:

1) Always have structured reviewed processes for making any changes to historical structures or buildings on the park.
2) Always emphasize natural and cultural resources in programs that are given on the park.
3) Work to eradicate evasive species on the park including but not limited to Ailanthus (*Ailanthus altissima),* wisteria(wisteria *sinesis)*, and feral swine (*Sus scrofa).*
4) Work to have processes in place to maintain from use, time, or damage all WPA historic structure in the park.

Objective: *Better data and technology*: Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Action Plan:

1) Complete an inventory of existing and future natural and cultural assets and log these into available data systems.
2) Use the Tennessee State Park GIS system to identify natural and cultural assets. This system will allow interdepartmental use of the information obtained in the park.
3) Continue to use increasingly sophisticated cameras that send pictures to rangers to enforce rules and regulations on the park by making them aware of possible park violations. This will help protect the resource from improper use.

THE VISITOR: Welcoming and Inviting to All

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Action Plan:

1) Create quality and varied programs of interpretation, recreation, and outreach, Telling Full Stories and connecting people to the resources of Tennessee State Parks.
2) Connect people to the park through the use of virtual program about the park including history and natural resource programs.

Objective*: high quality programming*: develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Action Plan:

1) Continue programs that are associated with the natural and cultural resources of the park to provide to the park visitors.
2) Offer a wide range of programs that would appeal to different user groups of the park.
3) Develop and maintain a portfolio of programs across all experiences natural, historic, and cultural resource based, self-guided, partnership opportunities, and varying costs to the user from "free to fee".

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Action Plan:

1) Provide a wide variety of program that represent the many different resources that Standing Stone State Park has to offer. These could include programs should include natural resources, history of the park including the WPA, and the cultural resources such as the marble programs in the park.

THE AMENITIES: Well-Maintained Facilities and Amenities

Goal: Tennessee State Parks will be well maintained with facilities and amenities that delight visitors and make Tennesseans proud.

Objective: *Improve maintenance*: Improve overall maintenance and upkeep of all park facilities and amenities that contribute to meaningful visitor experiences.

Action Plan:

1) Continue to work to find the best talent to hire in the maintenance department.
2) Word though purchasing procedures to get the tools needed for the maintenance department to work to their highest ability.
3) Work to ensure that the most complex and difficult projects are completed by outside vendors and do not keep the park maintenance staff from being able to complete the basic work on the park.
4) Ensure that the maintenance supervisor prioritizes all work on the park to ensure that the most important work is completed.
5) Work to ensure that the maintenance staff has the equipment from MVM that it needs to complete the work on the park to include mowers, backhoe, trucks, etc.
6) Ensure that the maintenance crew and the custodial crew have adequate personnel to complete the work that is assigned in the park.

Objective: *Better park accessibility*: ensure all visitors have opportunities for meaningful experiences in every Tennessee State Park.

Action Plan:

1) Work to improve accessibility throughout the park.
2) Build a handicapped accessible cabin for the park.
3) Develop and share adequate information and materials about accessibility features throughout the park.
4) Develop more programs that accommodate accessibility in the park.

Objective: *Quality and welcoming facilities and amenities*: provide high-quality and well-planned facilities and amenities that enrich the visitor experience.

Action Plan:

1) Work to make improvements to the park that will maintain the historic nature of the park.

2) Continue to offer WiFi in park facilities while minimizing the visual impact of the infrastructure to park visitors.
3) Continue to offer recycling containers for park visitors throughout the park.
4) Provide organized, effective, and welcoming information signage in the park.

THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people*: support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

Action Plan:

1) Provide a safe and welcoming work experience, create more diverse workforce, provide training and professional development, and provide opportunities for career pathways for employees.
2) Develop optimal staffing patterns to ensure that staff are utilized as effectively as possible.

Objective: *Efficient and effective operations*: provide efficient, effective, and fiscally responsible service to Tennesseans and our visitors.

Action Plan:

1) The park will work to stay within the budget allotted to the park.
2) The park will work to find additional revenue streams that will assist in making the park more self-sufficient.
3) The park will continue to work with volunteer groups to save on labor costs to the park.
4) The park will work to continue partnerships with outside agencies that reduce operational costs.

Park Overview

Site Fact Sheet

Park Name	Standing Stone State Park
Site Manager	Park Manager Chris Cole
Area Manager	Park Area Manager Kim Moore
Park acreage	1000
Total number of visitors (FY 2022)	548,672
Total expenses before CO (FY 2022)	$1,591,205
Total revenues (FY 2022)	$840,198
Retail cost recovery %[1]	141%
Park cost recovery %	53%
Average expense per visitor (FY 2022)	$2.90
Average revenue per visitor (FY 2022)	$1.53
Gross profit or loss	($751,007)
Total full-time available positions / filled	16
Total part-time available positions / filled	2
Primary feeder markets	Nashville, Cookeville, Crossville, Knoxville
Primary reasons people visit	Cabins, Camping, Nature, History
Opportunities for improvement	Improved Camping Facilities

Key Attractions

The amenities or features listed below are those that seem to be most popular for visitors.

- Cabins
- Camping
- Shelters
- Pool/Snack Bar
- Picnic area
- Boat Rental
- Trails/Hiking
- Tennis/Basketball Courts
- Fishing
- Special Events
- Playgrounds

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[1] Based on **T.C.A. 11-3-305, Cost recovery of revenue-generating facilities**

Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at Standing Stone State Park. The findings and observations are not intended to be an exhaustive review of all issues present, but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

1. Site and Facilities Assessment
2. Operational Assessment
3. Financial Assessment

Site and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

Scale of Conditions	
Rating	**General Description**
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.
Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at Standing Stone State Park and provides the assessed condition of each as reviewed in April / 2023.

Site Asset / Amenity	Quantity	Condition
Rustic Cabins	14	Good
Deluxe Cabins	7	Good
Park office	1	Fair
Boat Dock	1	Good
Maintenance Area	1	Fair
Sewer Plant	1	Fair
Overton Lodge	1	Poor
Campground	1	Poor
Recreation Lodge	1	Fair
Group Cabins	3	Fair
Tea Room	1	Good
Shelters	8	Fair
Marble Yard	1	Fair
Linen House	1	Poor
Pool	1	Fair
Snack Bar	1	Fair
Park Residences	2	Good
Playgrounds	1	Fair

Trail Inventory and Assessment

Trail Name	Mileage	Condition
Lake Trail	4.61	Fair
Grand Total	**4.61**	

Standing Stone has one trail in the park (lake trail). This scenic trail is about 6 miles in length. The trail takes in a wide range of flora and fauna including an amazing assortment of wildflowers. Some of the trail is eroding away and is traveling though slate. This makes repairs in some areas of the trail very difficult. These repairs will need to be addressed in the next 2-5 years. This trail is critical to the interests of park visitors using the camping, cabins and to other day use park visitors.

New Assets Needed

List new assets and amenities that would fall under capital expenditures that are needed to improve visitor experience and operational efficiency.

New Asset & Amenities	Description
Lakeside Cabins	Rent new cabins along lakeside

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified.

New Asset & Amenities	Description
Park Office	Replace or renovate due to need for more room for gift shop and storage. Office space.
Campground Total	Capitol Project Approved
Overton Lodge	New sewer system
Park Sewer System	Renovation and upgrade of park sewer system and plant
Bunk Houses	Restore old bunk houses for visitor use

Priority Projects	Category (Sub-Category)	Maintenance/ Renovations		Proposed Capital Improvements		Funding	Additional Staff Needed	Systemwide Goal	Systemwide Objective
		Quantity	Priority (L/M/H)	Quantity	Priority (L/M/H)				
Roadways									
Repave Scenic View Rd	Scenic Drives		Medium	1/4 mile	Low	Non-Funded	No	Visitor	Accessible, welcoming & inviting to all
Paving cabin pull offs	Parking Lots (Paved)		Medium	1/4 mile	Low	Non-Funded	No	Operations	Efficient & effective operations
restriping parking lots	Parking Lots (Paved)		Medium	4 lots	Low	Non-Funded	No	Operations	Efficient & effective operations
Pave Overton Lodge Driveway	Main Drives		Medium	1	Low	Non-Funded	No	Operations	Efficient & effective operations
Signage									
Kiosk below Dam	Other		Medium		Low	Non-Funded	No	Visitor	Resource-based outdoor recreation
Infrastructure									
Sewer Renovation Overton Lod	Septic		High	1	Low	Non-Funded	No	Operations	Efficient & effective operations
Replace main sewere plant	Sewers		Low		Medium	Non-Funded	No	Operations	Efficient & effective operations
Put all power lines underground	Electrical		Low		Low	Non-Funded	No	Visitor	Accessible, welcoming & inviting to all
Repair WPA Rock pillars	Barriers		Low		Medium	Non-Funded	No	Operations	Efficient & effective operations
Public Structures									
Replace visitor center	Visitor Center		Low		High	Non-Funded	No	Operations	Efficient & effective operations
New bathrooms below dam	Pavilions		Low		High	Non-Funded	No	Visitor	Accessible, welcoming & inviting to all
new bathrooms behind pool	Pavilions		Low		Medium	Non-Funded	No	Visitor	Accessible, welcoming & inviting to all
WPA museum	Museum		Medium		Low	Non-Funded	No	Visitor	High quality programming
Recreation Facilities									
Campground restoration Project	Camping (RV)		Low		High	Funded	No	Amenities	Quality & welcoming facilities & amenities
Resurface Tennis Courts	Courts		Medium	2	Low	Non-Funded	No	Amenities	Quality & welcoming facilities & amenities
Environmental									
	[select category]		Low		Low	[select Funding]	[select Staff]	[select Goal]	[select Objective]
Non-Public Structures									
custodial work area w/was/dry	Maintenance		Low		High	Non-Funded	Yes	Operations	Efficient & effective operations

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site,
2. A review of staffing at the site,
3. A review of concessionaires and partners operating at the site,
4. Visitation and customer satisfaction, and
5. Professional development and training.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

1) Core or Essential Services.
2) Important Services; and
3) Value-added or Visitor Supported Services.

Functions of the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by public subsidies]*

Core programs, services, and facilities are those the agency must provide and/or are essential to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

➢ The services are mandated by the agency's law or charter or are contractually obligated by agreement to provide the services.
➢ The services are essential to protecting and supporting the public's health and safety.
➢ The services protect and maintain valuable assets and infrastructure.
➢ The services would generally and reasonably be expected and supported by residents, businesses, customers, and partners.
➢ The services are those that cannot or should not be provided by the private sector.
➢ The services provide a sound investment of public funds.

The following programs and services offered at Standing Stone State Park have been identified as **core services**:

• Rangers provided for the Safety and Security of the park. Provide services such as law enforcement and emergency medical services.
• Custodial staff to meet health standards for overnight visitors to the park.
• Utilities to service the facilities at the park as required by law.
• Maintenance crew to maintain valuable assets and infrastructure of the park.

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of revenues and public subsidy]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2

services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

> ➢ The services expand, enhance or support identified core services.
> ➢ The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
> ➢ The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at Standing Stone State Park have been identified as **important services**:

- Administrative personnel
- Trails
- Tennis / basketball and other recreational opportunities.
- Interpretation of park resources
- Visitor Center
- Providing opportunities for community partnerships

CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

> ➢ The services expand, enhance or support Core Services, Important Services and the quality of life of the visitors, community or stakeholders.
> ➢ The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
> ➢ The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
> ➢ The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at Standing Stone State Park have been identified as **visitor supported services**:

- Cabins and camping overnight facilities.
- Pool Operation to include the snack bar.
- Gift shop operation.
- Boat rental operation
- Special Events (Car show, Marble Tournament and Festival, Nature Rally etc.)

Personnel / Staffing Review

Personnel and staffing at Standing Stone State Park represent the largest area of budgetary expense at an average of 47% of the total operating budget each year for the last three complete years, which is less than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Compensation Total
Park Manager 2	1	*
Park Ranger 2	3	*
Admin Assistant	1	42924.00
Account Clerk	1	33900.00
Clerk 3	1	30204.00
Conservation Worker 3	1	38184.00
Conservation Worker 2	4	136944.00
Conservation Worker 1	1	30504.00
Custodial Supervisor	1	34236.00
Custodial Worker 2	2	57876.00
TOTAL	**16**	**661,068.00**

Law enforcement compensation confidential by TN law.

Part Time Employees

Position / Title	Quantity	Compensation Total
Jobshare Lifeguard 1	3	41,242.50
Jobshare Lifeguard 2	1	14,625.00
Jobshare Laborer	1	27,495.00
Laborer 3.5 month	1	8,019.00
TOTAL		**91,381.50**

Labor Support

Labor Support	Annual Hours
Volunteers	**200**
Community Service Workers	**0**
Engineering and Construction Crews	**n/a**
Resource Management Crews	**n/a**
Other:_____	**n/a**
TOTAL	**200**

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	**661,068.00**
Part Time Employees	**91,381.50**
TOTAL Annual Labor Expense	**$752,449.50**

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Assistant Park Manager	1	FTE	2025	Assist with Ranger and Manager duties
Park Ranger 2	1	FTE	2024	Ranger duties in Forest and others if comes to fruition
Custodial Worker 2	4	FTE	2024	Meet Health and customer expectation
Conservation Worker	1	FTE	2028	Trail maintenance
TOTAL	**7**			

Financial Performance

Revenue per available unit **(Rev Per Unit)** for the last four years in park facilities is detailed in the table below.

Current Rev Per Unit

Fiscal Year	Cabins Rev Per Unit	Camping Rev Per Unit	Day Use Rev Per Unit
2019	42.26	5.28	6.13
2020	56.77	5.92	3.73
2021	64.29	8.5	3.47
2022	70.23	8.63	4.76

Projected Rev Per Unit - Based on current Rev Per Unit trends at the park and any known developments over the next four years.

Fiscal Year	Cabins Rev Per Unit	Camping Rev Per Unit	Day Use Rev Per Unit
2023	70.3	5	5
2024	70.4	12	5
2025	70.5	12	5
2026	70.6	12	5

Customer Service

Net Promoter Score

Platform / Site	Year	Customer Satisfaction Level
Shelter	2022	100% excellent
Camping	2022	54% excellent
Cabins	2022	66% excellent

Professional Development and Training

The following professional development and training opportunities are being explored and planned for the staff and volunteers at this park:

- Basic Chainsaw Training
- CPR / AED
- Emergency Medical Responder
- Heavy Equipment Emergencies
- Various Departmental Trainings
- S-212 Chainsaw Training
- Patrol Rifle Training (Rangers)
- G.R.E.A.T. Customer Service
- Routine safety training
- Routine management training
- Routine law enforcement training

Summary of Key Recommendations

Please provide short-term, mid-term, and long-term recommendations for addressing operational issues at the park and improving overall park performance.

Short Term Recommendations (Less than 1 year)

1. **Site and Facilities**

   a. Make improvements to the park cabins.
   b. Complete Camping restoration project.
   c. Complete project at pool for new decking and a kids pool liner.
   d. Complete repairs to the logs and roof on group cabin # 2.

2. **Operations and Staffing**

   a. Increase the number of Custodial staff by 2 full time employees.
   b. Add a Park Ranger 2 position to allow the park to assist with patrol and other emergencies in the forest.

3. **Customer Service / Visitor Experience**

   a. Ensure that all staff complete required customer service training.
   b. Increase the number of hours that the park office visitor center is open during the peak season.

Mid Term Recommendations (2–5 years)

1. **Site and Facilities**

    a. Replace visitors center with a larger building that would allow for more storage for the gift shop and would allow for Ranger Offices in the building.

    b. Replace the septic system at the Overton Lodge.

    c. Replace the sewer Treatment Plant

2. **Operations and Staffing**

    a. Add an Assistant Park Manager Position to help with administration of the park and to assist with Ranger supervision and law enforcement.

    b. Add 2 more full time Custodial Positions to assist with cleaning and preparation of cabins and other facilities on the park.

3. **Customer Service / Visitor Experience**

    a. With the addition of and Assistant Manager and another Ranger position, Rangers will have more opportunities to offer programs and interact with the public.

Long Term Recommendations (5+ years)

1. **Site and Facilities**

    a. Add additional lakeside cabins in the park.

    b. Create additional trails to the old group camp in the park.

    c. Restore some of the old bunk houses to original condition to be used by park visitors for overnight hiking opportunities.

2. **Operations and Staffing**

    a. Add an additional trail maintenance position for the park.

3. **Customer Service / Visitor Experience**

Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place in order to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

Standing Stone State Park is a rustic type state park with WPA historic structures, significant natural resources, and vast array of recreational opportunities. Cabins and campground facilities are available at Standing Stone State Park for overnight stays. Structures and resources in the park include a dam, park office, picnic shelters/tables, campground, bathhouses, boat dock, restrooms, cabins, waste water treatment plant, courtesy docks, marble complex, recreational hall, barn, playgrounds, pool, snack bar, roads, parking lots, trails, lake, creeks, and many other natural resources. All of these resources and others must me maintained and protected.

The contents of this resource management plan are as follows:

1. Resource Management Objectives
2. Resource Inventory and Assessment
3. Management Strategies
4. Priority Actions
5. Supplemental Information

Resource Management Objectives

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

> **Objective -** *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

> **Objective -** *Better resource management practices*: Identify, manage, and restore unique natural and cultural resources for generations to come.

> **Objective:** *Better data and technology*: Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Aligned with these objectives are specific strategies to achieve the desired outcomes for the natural, cultural, and historic resources of this park.

> **Strategies**

> A. Continuing research of the local area's natural resources should be maintained with help from the Division of Natural Areas and research done in the park or surrounding area. Cultural resource information should continue to be gathered from retired park employees, historical documents, and the elder population surrounding the park that may have been alive at the time of the Park creation.

> B. Removal of exotic species.   Invasive exotic plants pose a serious threat to native species and communities in Standing Stone. If left unmanaged, they could threaten plant and animal biodiversity, reduce tree regeneration, usurp forest productivity, and hinder forest-use activities. Because these species tend to spread aggressively and displace native vegetation,

they should be considered a priority for management. A total of 23 exotic plant species were documented on the State Park and Forest in a 2004 study. The primary concern surrounding exotic species is they can be invaders of natural communities. Eleven exotic plant species documented from Standing Stone are listed as "Rank 1- Severe Threat" by the Tennessee Chapter of the Exotic Pest Plant Council. Severe Threat is defined as "exotic plant species that possess characteristics of invasive species and spread easily into native plant communities and displace native vegetation; includes species that are or could become widespread in Tennessee" Severe threat species include tree-of-heaven (Ailanthus altissima), mimosa (Albizia julibrissin), Russian olive (Elaeagnus umbellata), wintercreeper (Euonymus fortunei), sericea lespedeza (Lespedeza cuneata), Chinese privet (Ligustrum sinense), bush honeysuckle (Lonicera x bella), Japanese honeysuckle (Lonicera japonica), Nepalese grass (Microstegium vimenium), princess tree (Paulownia tomentosa), and multiflora rose (Rosa multiflora). These species are expected to persist, reproduce and increase their numbers. Two non-native invasive plants listed as "Rank 2 – Significant Threat" were documented. A Significant Threat is defined as "exotic plant species that possess characteristics of invasive species but are not presently considered to spread as easily into native communities as those species listed as Rank 1" (Tennessee Exotic Pest Plant Council 2001). The species documented include Japanese barberry (Berberis thunbergii) and common periwinkle (Vinca minor).

C. Eradication of exotic animals. Exotic animals have been introduced to the park. The most important of which is the feral hog (Sus scrofa). This species can cause extensive damage both to native plants and animals.

D. Conduct routine inspections of the native plantings within the park. Planted areas consist of a butterfly garden at the park pool and other native plantings at the park office, tea room, group cabin 3, recreational field, and by barn.

E. Periodically inspect boundary lines to ensure that the boundary is clearly marked and that there have been no illegal encroachments on the property.

F. Use cameras that take pictures and transmit pictures in real time of illegal activity on the park to park law enforcement.

G. Continue to work with the cultural resource of the marble tournament. Work to gain further interest through programing for young people to start playing the game. Keep growing the Rolly Hole Marble Tournament and Festival to display and promote the culturally significant game of marbles from the local area.

H. Continue to work to restore and maintain all WPA structures in the park. Work to educate park visitors about the history of these structures.

Resource Inventory and Assessment

The significant natural, cultural and historic resources of the park requiring management are detailed below including a condition assessment rating for each. Condition assessments are selected from the following options based on what most describes the current condition of the resource:

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.

2. **Good** – resource is generally in good condition and stable; threats to the integrity of the resource require regular management in order to mitigate.

3. **Fair** – resource is in stable condition but difficult to mitigate ongoing threats; additional management support is required.

4. **Poor** – resource is generally in poor condition with management support required to both improve existing conditions and address threats.

5. **Critical** – resource is highly threatened or deteriorated and requires immediate management prioritization.

Significant Park Resources	Quantity	Current Conditions	Notes
Kelly Lake	*16 acre*	*Fair*	Kelly Lake, Standing Stone State Park's 69-acre lake, is continually getting shallower every year with silt or soil deposits into the lake. Wildlife and fishery impacts, destruction or loss of habitat, change in species composition, harassment or disturbance of aquatic life, competition for food sources and attraction of wildlife figure to be affected. Assumed reasons for lake management needs include; soil erosion in areas around lake and the continuing clearcutting / land practices by Standing Stone State Forestry on bordering lands.
Upland Hardwood Forest	1000 acres	Good	The forests are healthy second growth but have a growing presence of invasive plant species.
Rock Pillars	75+	Good	Need repairs from car crashes etc.
Overton Lodge	1	Fair	Needs new siding inside and floor. Needs roof. Also needs periodic routine maintenance.
Historic WPA Cabins	17	Good	Need periodic maintenance. Also often need repairs from fallen trees etc.

Management Strategies

The management strategies outlined below are directly correlated to the resources identified previously in the *Resource Inventory and Assessment* section immediately above. These are general and overall management recommendations for each resource from which priority actions will be determined. Each resource has both a "Public Use" management strategy (which could include limited or no public access, or managed access with infrastructure and regulation) and a "General Management" strategy.

The priority assignments reflect the highest resource management priorities of the park over the next 1-5 years (High Priority) and 6-10 years (Moderate Priority)

Resource	Management Recommendations	Priority
Kelly Lake	**Public Use:** Managed access with regulation. Park Lake Rules and Regulations apply. **General Management:** Work with TWRA on management of fishing and boating regulations on the lake. Possible work on dredging of the lake.	Mod
Upland Hardwood Forest	**Public Use:** Managed access with infrastructure and regulation – access limited to trails with usage policies and regulations. **General Management:** The upland hardwood forests are managed for improvement of overall forest health which include ongoing invasive species management, erosion mitigation in areas of steep topography, and understory management through prescribed burns. Pursue collaboration with TN Division of Forestry to assist with overall forest management.	High
Rock Pillars	**Public Use:** Park visitor continue to enjoy the beauty of the historic WPA rock pillars. They also are functional in keeping cars from traveling off dangerous embankments. **General Management:** Continue to make repairs to the pillars when they are damaged by vehicular traffic. They may also need repairs for vandalism and erosion.	Mod
Overton Lodge	**Public Use:** The lodge will continue to be accessible to the public and used by park visitors as a revenue generation operation. **General Management:** All park rules and regulations will apply.	High
Historic WPA Cabins	**Public Use:** The cabins will continue to be accessible to the public and used by park visitors as a revenue generation operation. **General Management:** All park rules and regulations will apply.	High

Land Management Strategies

In some cases, strategic land acquisitions or divestitures are necessary to meet the overall resource management goals and objectives of the park. This can include opportunities to address buffers, watersheds, viewsheds, inholdings, and adjacent properties. The table below details **general strategies** for land management. Timelines refer to Short Term (1-3 years), Mid Term (4-6 years), and Long Term (7-10 years).

Land Management Strategy	Timeline
Pursue addition to the park utilizing department of forestry property. This would include the cave and table rock trail that is currently forestry property.	Short-term
Acquisitions to improve boundary integrity.	Long-term

Supplemental Information

Proposed future forestry acquisition.

Interpretive Programming and Education Plan

The Interpretation, Programming, and Education planning is currently going through a planning process to further build out the process. This section only represents the very basic framework. As TSP moves forward with the future of Interpretive programming and education this section will likely be changed to accommodate those modifications.

Attached to this plan are the Interpretive Program Templates in fillable PDF forms.

When you visit Standing Stone State Park, you can see, feel, and appreciate the impact of the WPA on park development, which provided jobs in the community, ultimately fostering a natural and recreational haven.

Interpretation, Programming and Education Goals

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

> **Objective:** *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

> **Objective***: high quality programming*: develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

> **Objective:** *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Within these objectives are the following desired outcomes:

- Building stewards
- Ensuring Equity
- Provide the Highest Value
- Develop Resource Based Programming
- Support Staff

Strategic Programs and Services

The strategies detailed below with corresponding action plans are aligned with the Comprehensive Strategic Plan of Tennessee State Parks.

> **Strategy –** Telling Full Stories: to identify and replicate best practices while establishing new methods for representing diverse, equitable, inclusive, and just dialogues.

> Action Plan: We will work to find and develop programs that are welcoming and inviting to all visitors.

> **Strategy –** Interpretative Media: Connecting people to the resources of Tennessee State Parks with technology in ways that complement and expand interpretation within and beyond the park, giving everyone access to becoming a park steward.

> Action Plan: The park will work to develop a virtual program that can be seen remotely by park visitors. An example would be a virtual program on the park's honeybee program.

Strategy – Develop and maintain a portfolio of programs across multiple types of experiences:

  A. Interpretation of natural, historic, and cultural resources
  B. 3-5 unique experiences for all audiences
  C. Varying intensity from self-guided to immersive experiences
  D. Partnership opportunities for program delivery
  E. Varying costs to the user from "free to fee" based on value of the benefit to the participant.

Action Plan: Continue to offer fee-based programs such as night hikes and marble making. We would also like to continue to offer free programs and impromptu programs. These could include hikes, snake and history programs.

Strategy – Develop and maintain diverse and varied resourced-based outdoor recreation opportunities across multiple types of experiences:

  A. Managing recreational use with the stewardship needs of the resource
  B. Varying intensity from self-guided to guided experiences
  C. Partnership opportunities for program delivery
  D. Varying costs to the user from "free to fee" based on value of the benefit to the participant and impact to the resource.

Action Plan: n/a

HELPFUL DEFINITIONS:

  ➢ Nonpersonal Interpretation: Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).
  ➢ Personal Interpretation: One person or persons proving interpretation to another person or persons.
  ➢ Interpretive Program: Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences. (Adapted from US Fish & Wildlife Service
  ➢ Interpretation: a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.

Financial Performance Goals

Financial performance goals are a critical performance management tool of the Tennessee State Park System. While the financial performance of parks are managed more intently at the system level, individual parks are expected to recover a portion of their operating costs through the generation of earned revenues where appropriate and to contribute to the system goals. The majority of earned revenues at state parks are generated through facility usage (campsites, cabins, lodge rooms, rentable pavilions, etc.), the delivery of fee-based programs and services, equipment rental and usage, and retail sales. Other forms of revenue generation come from golf courses and restaurants where those amenities are present. That said, not all parks have the same ability to generate earned revenues because the availability of facilities or programs vary widely from one park to the next. The "recovery" of operational costs by earned revenues is referred to as "cost recovery". Operating costs beyond those supported by earned revenues represents the extent to which state funding support operations at each park.

The table below represents the overall park cost recovery for this specific park for the most recent fiscal year and forecast estimates for the upcoming five years. These estimates are based on projection estimates for known and foreseeable costs and recovery figures.

	FINANICAL PERFORMANCE GOALS					
	Current Cost Recovery (2022)	**Target Cost Recovery: FY 2023**	**Target Cost Recovery: FY 2024**	**Target Cost Recovery: FY: 2025**	**Target Cost Recovery: FY 2026**	**Target Cost Recovery: FY 2027**
Park Overall	**55.80%**	**47.99%**	**48.23%**	**42.66%**	**55.05%**	**54.80%**